Manual of Necessary Instructions for the Guidance of Executive Officers in the Transaction of Their Business with the School Department

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INDEX

GENERAL REGULATIONS:

Correspondence 5

Corporal Punishment 5

Faculty 6

Salary and Scholarship Letter 6

REPORTS:

Monthly Statistical Reports 6

Reports on Teachers and Workers . . . 7

Annual Statistical Report 7

Inspirational Report 7

Supplies 8

Dates for Submitting Reports 8

Requisitions 9

FOLLOW-UP SYSTEM 9

FINANCE REGULATIONS:

Current Expenses 12

Repairs and Improvements 12

Equipment 13

Paymcnts 13

Cash Payments 14

Special Donations 14

Salaries 15

SECTION I

GENERAL REGULATIONS

ARTICLE 1. *Correspondence*

(*a*) All regular correspondence relating to the management of the schools or stations of the Woman's Board is to be sent to the School Department.

(*b*) Executive Officers are requested to break up their correspondence under the following heads:

1. Property.
2. Equipment.
3. Current Expenses.
4. Faculty.
5. Miscellaneous.

A separate sheet of paper is to be used for each portion of the communication that would fall under any one of these various heads, with date and appropriate heading. All questions relating to repairs and improvements are to be treated under the head of property. All questions of salaries and duties of teachers will fall under the head of faculty.

(*c*) All official letters are to be typewritten and copies of same are to be retained in the files of the station for seven years.

ARTICLE 2. *Corporal Punishment*

(*a*) Attention is directed to the following action taken by the Executive Committee of the Woman's Board at a meeting held January 28, 1913:

"In the belief that the privileges of our schools should be extended only to those students who show their appreciation of their opportunities by conforming strictly to the necessary regulations, the Board hereby declares

that there shall be no corporal punishment in any of the schools under its control."

ARTICLE 3. *Faculty*

(*a*) Unless notified to the contrary, the Department will issue on or about August 15th commissions to workers whose reappointment has been recommended in the annual requisition.

ARTICLE 4. *Salary and Scholarship Letters*

(*a*) Each Executive Officer of a school shall be responsible for the preparation of one special and two general scholarship letters, in accordance with such directions as may be issued from time to time by the Board.

(*b*) Each Executive Officer shall be responsible for the preparation of the salary letters that are required from the commissioned workers, in accordance with the instructions of the Board.

(*c*) It shall be the duty of each Executive Officer to read and approve every official letter or article that may be prepared by any one of the force relative to the work of the station.

SECTION II

REPORTS

ARTICLE 1. *Monthly Statistical Reports*

(*a*) Schools are required to render statistical reports during each month of the school year. Attention is called to the following special directions:

1. The figure for No. 1 is to correspond to figure No. 5 of the report of the previous month.
2. The figures for Nos. 3, 4 and 5 should

be the record for the month *only*. No. 3 is to represent the number of new pupils admitted during the month and the readmissions.

3. No. 5 is obtained by adding No. 3 to No. 1 and subtracting No. 4.
4. No. 18 is obtained by adding No. 3 to the figure for No. 18 of the previous month, but no pupil should be counted more than once in the total enrollment for the year.
5. "Average daily attendance" may be found by dividing "Aggregate number of days of attendance" by "Number of days school has actually been in session during the month."
6. Nos. 1, 3, 4, 5 and 6 under the General Statement may be copied from the itemized statement.
7. It is presumed that all pupils receive special instruction in Bible, and in that case the number enrolled for such instruction will agree with the total registration at date.
8. Any information not called for on the blank but which would be of value for our records or of interest to the Board should be entered under "Remarks," but this space is not to be used for any business which requires attention.
9. It is essential that a *full* report be given each month.

ARTICLE 2. *Reports on Teachers and Workers*

(*a*) Executive Officers are required to submit semi-annual reports on all commissioned workers under their supervision.

ARTICLE 3. *Annual Statistical Reports*

(*a*) These reports are due July 15th of each year.

ARTICLE 4. *Inspirational Reports*

(*a*) In addition to the formal reports required, it is necessary that the Department have from each school, hospital and station under the Woman's Board two semi-annual Inspirational Reports. In this report are to be incorporated such items of general interest and information as will prove useful to the Superintendent of Schools in making up his Annual Report, and will be of advantage in presenting the work of the various stations to the Board's constituency. It is expected that Executive Officers will state freely and frankly their views as to the needs of the work and possibilities of the field.

(*b*) Where possible, it is desired that this report be typewritten, using but one side of the paper, and that a uniform letter size, approximately 8½ inches by 11 inches be used. The statement should be headed "Inspirational Report." The Department trusts that the Executive Officers will feel free to secure help from their co-workers in the preparation of this report. Indeed, it is hoped that all the workers at the various stations will feel some responsibility for the effective presentation of the work and the possibilities of their individual fields.

ARTICLE 5. *Supplies*

(*a*) The required blanks for these reports, as well as those covering financial statements, are included in the supplies sent to each station in August each year. Requests for

new supplies should be mailed directly to the School Department.

ARTICLE 6. *Dates for Submitting Reports*

(*a*) The reports designated are due in the New York office on the following dates:

July 15th

1. Annual Statistical Report.
2. Report on Commissioned Workers.
3. First Semi-Annual Inspirational Report.
4. Follow-up Cards.
5. Annual Inventory.

February 15th

1. Second Semi-Annual Inspirational Report.
2. Second Report on Commissioned Workers.

ARTICLE 7. *Requisitions*

(*a*) The School Department will send out each year special instructions and the necessary blanks for this purpose.

SECTION III

FOLLOW-UP SYSTEM

ARTICLE 1.

(*a*) The following general directions should be accurately noted:

1. Cards are not to be assigned to pupils below the fifth grade.
2. Cards are not to be assigned to pupils until they have been in school during at least one school year.
3. When a card is assigned to a pupil, the record of the previous year is to be entered thereon. It will be neces-

sary, therefore, to keep a separate system of records that will correspond to the system prepared on the cards.

4. No matter what the previous system of grading has been, it will be necessary to follow the letter system in making out the cards.
5. In checking under the head of "Tuition," it should be understood that tuition is to cover both board and tuition. A check mark should be placed after that one of the four words, "Full," "Half," "Part," "No," which applies to the pupil in question. Where the tuition record varies from year to year, it should be so noted.
6. Under "Religion," if a member of the Church, it should be so indicated after the words "Member of." If not a member of any church, church affiliation should be noted in the space provided for that purpose.
7. No entry should be made in the space denoted "File Number."
8. Sex should be indicated by checking the word "Male" or "Female."
9. It is important to enter the name of the school with Post Office address.
10. The year is divided into two semesters of four months each, and under the heading "Term" the average in each subject should be given for the four months, denoting the general average in the space provided between the red lines following the word "Average."
11. In the column marked "Grade," if all the pupil's subjects are in one grade, say the 7th, the proper figure is sim-

ply entered in the first space at the head of the column; but in case the pupil has subjects in different grades, the spaces provide for the necessary notation to indicate this fact.

12. Names are to be written in full, the last name to be written first, for example: Smith, John Freeman, not John F. nor J. Freeman, but the full name, Smith, John Freeman. It is important to observe that while the other entries are to be made in ink, the name and address are to be written in pencil, so that they may be erased and typewritten when the card is received by the School Department.
13. The two columns headed "Year," one at the extreme left and the other at the extreme right, should not be confused. The first, as indicated, applies to the school year, the second to the grade which indicates the pupil's record for the year.
14. The seven spaces allowed will provide for all the subjects followed in most schools. In cases where more space for subjects is required, the need is to be supplied by using the space provided for the following year. This may require the use of more than one card for some students.
15. Entries are to be made on one side of the sheet only, with the exception of those noted in the space at the head of the reverse side calling for address, date of leaving school or graduation.
16. If a pupil leaves school without graduating, the card is to be held at the school for one year. If the pupil does

not then return, the card is to be mailed to the School Department. The cards of graduates will, of course, be sent to the office immediately after the close of the last school year.

17. The spaces on the reverse side of the card, giving the headings, "Address," "Church," "Occupation," "Progress," "Correspondence," "Subsequent Educational Training," etc., are provided for the office records.

18. It is desired that the records be kept in duplicate, so that the school files as well as the office files may show the students' records, and principals are urged to maintain "Follow-up Systems" for their individual schools, irrespective of the system to be followed in the School Department. It is believed that this method of keeping in touch with graduates and former students will not only be a source of genuine inspiration to them, but will also prove helpful to the work. As it is planned to preserve these records for many years, the importance of exercising neatness and accuracy in their compilation will be easily recognized.

19. Additional cards may be obtained as needed by request to this office.

20. Whenever in doubt as to the method of compilation, do not hesitate to seek the advice of the School Department.

SECTION IV

FINANCIAL REGULATIONS

ARTICLE 1. *Current Expenses*

(*a*) In this connection it should be stated that

the Board expects Executive Officers to live entirely within this particular item of their appropriations. It is necessary and just that they understand that additional appropriations cannot ordinarily be granted except in such cases as are clearly and unmistakably due to unavoidable contingencies, such as damage to property from unusual causes, epidemics of disease and such other circumstances as could not reasonably be anticipated.

(*b*) No Executive Officer shall incur any indebtedness for Current Expenses during any month in excess of the appropriation to date without written permission from the School Department. In emergencies, application for this permission may be made by wire, but under no circumstances is an Executive Officer to proceed without such authorization.

ARTICLE 2. *Repairs and Improvements*

(*a*) Repairs and Improvements for which provision has not been made in the Budget must not be begun without the consent of the School Department, except in such cases as leaks in plumbing, broken machinery, etc., where the property would be impaired by delay, and these must be reported forthwith so that proper arrangements can be made to secure the necessary appropriations.

ARTICLE 3. *Equipment*

The following special directions are to be noted:

(*a*) As a rule, all purchases under this head will be made by the purchasing agent in New York. Requests for purchases under this head should be sent directly to the School Department. The office will be

glad in each case to receive estimates obtained from reliable sources as to the cost of any item to be purchased, and these will be given due consideration by the purchasing agent.

(*b*) Under special conditions executive officers will be allowed, upon application to the office, to make expenditures on this account, but under no circumstances are such expenditures to be made except on the authority of the School Department in writing. All bills for such expenditures should be sent to the School Department with the O. K. of the Executive Officer of the station.

(*c*) All requisitions for supplies required before the opening of the school year should be filed in the School Department on or before July 1st.

ARTICLE 4. *Payments*

(*a*) All bills incurred for the maintenance of each station under the head of "Current Expenses" and "Repairs and Improvements" are to be listed as per blanks furnished, and mailed to the School Department after being properly certified by the Executive Officer by the use of the stamps provided for this purpose.

(*b*) Each bill must be stamped so as to indicate whether it is a charge against Current Expenses or Repairs and Improvements. The School Department will promptly pass these bills to the Treasurer of the Board for immediate payment.

(*c*) Under this system, it is not necessary to keep a set of books covering these items. All that is required is that each Executive Officer keep for information a duplicate

of the list of bills submitted to the School Department.

(*d*) Each Executive Officer must make it a rigid custom to arrange for the prompt rendering of all bills and their immediate transmission to the School Department.

ARTICLE 5. *Cash Payments*

(*a*) Special arrangements are to be made with the School Department to cover all requirements in connection with local cash payments.

ARTICLE 6. *Special Donations*

(*a*) Each special cash donation received by any Executive Officer from whatever source must be mailed to the School Department by draft or money order made payable to the Treasurer of the Woman's Board, accompanied by a statement of the purpose for which the Executive Officer desires it to be used. If the object is approved, the amount will then be deposited immediately to the credit of the station concerned. Upon notification, each Executive Officer may incur the relative bills and submit them to the School Department in accordance with the method described in Section IV, Article 4, designating each item by the use of the stamp entitled "Specials." The same method will apply to special gifts received directly by the Treasurer from interested individuals or societies.

ARTICLE 7. *Salaries*

(*a*) Salaries of commissioned workers are payable monthly upon receipt of properly certified vouchers which are to be mailed directly to the Treasurer of the Woman's Board.